

Visions for Renewal

A Design
Workshop
for
Oklahoma
City





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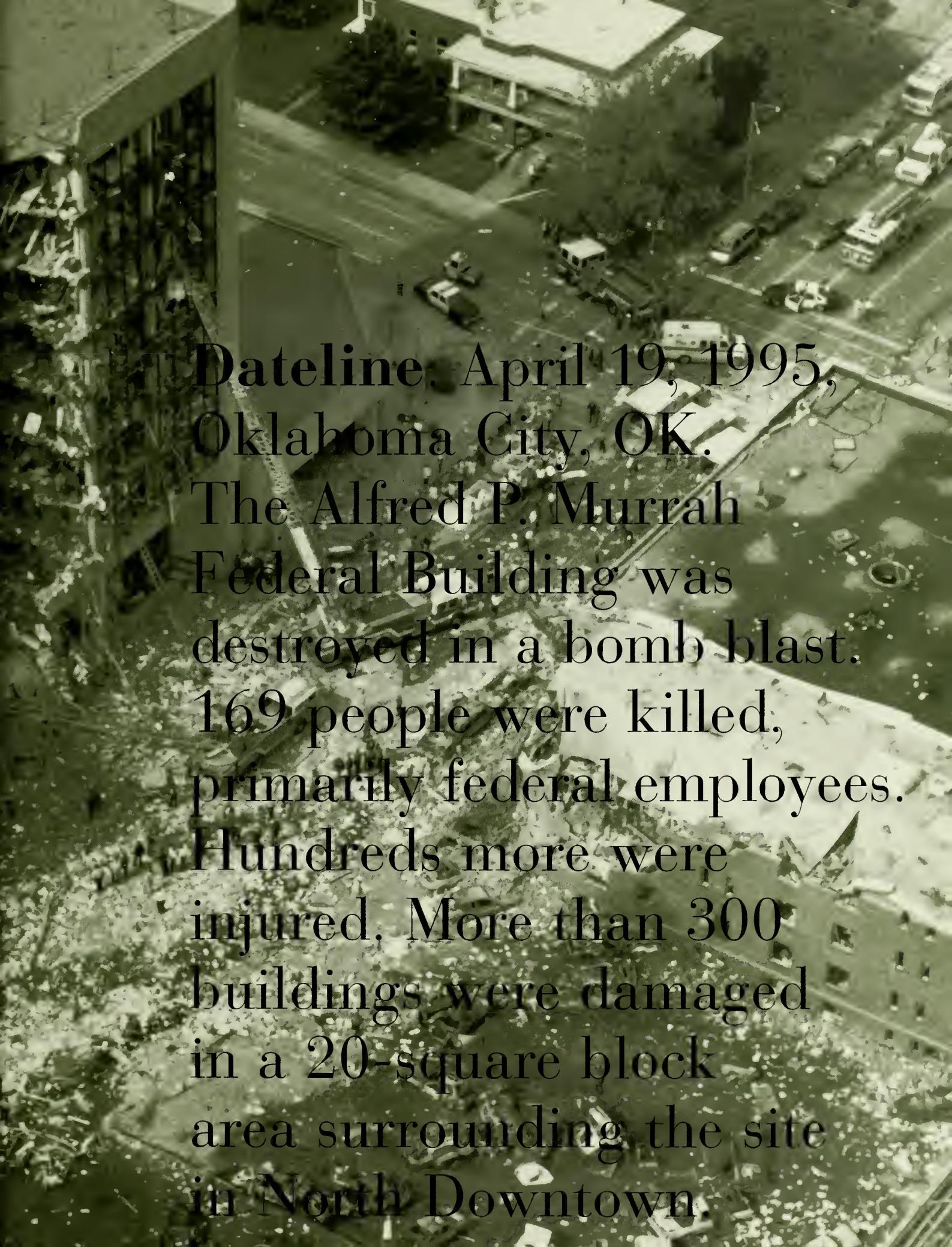
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**Dateline: April 19, 1995,
Oklahoma City, OK.**

The Alfred P. Murrah Federal Building was destroyed in a bomb blast. 169 people were killed, primarily federal employees. Hundreds more were injured. More than 300 buildings were damaged in a 20-square block area surrounding the site in North Downtown.





Oklahoma City along the
Santa Fe tracks looking
northwest, Fall 1889

Inset: Bird's-eye view of
Oklahoma City looking
northeast to southwest
toward North Canadian
River on the horizon.
Drawn in 1890, one year
after the land-run.







Left: View looking north
on Broadway, c. 1930
Above: The Colonial Bread
sign at the corner of
North Broadway and
Broadway Circle, 1930s





Left: Bank buildings, 1930

Above: Downtown, 1957



Alfred P. Murrah Federal
Building on May 23



The City of OKLAHOMA CITY

RONALD J. NORICK, Mayor

September 25, 1995

The Honorable Jane Alexander
Chairman
National Endowment for the Arts
1100 Pennsylvania Avenue, NW
Washington, DC 20506

Dear Ms. Alexander:

On behalf of the citizens of the City of Oklahoma City, I would like to recognize and thank the National Endowment for the Arts and its federal partners, local professionals and property owners, the national design team, and all others who contributed their time and ideas to make the July, 1995, workshop in Oklahoma City and this final report possible. Your unsolicited and generous assistance has given us hope and direction as we begin to recover from the April 19, 1995, disaster.

The National Endowment for the Arts' help following the disaster provided a forum that energized our local community to come together and plan for the future of our downtown area. The combined perspectives provided by a partnership between team members with national and international experience and local participants resulted in strong and cohesive recommendations that brought together the best of local and national experiences. This process, once again, reminded Oklahoma City that our community extends far beyond our city limits.

This report, along with more detailed plans that are scheduled to follow, will guide us as we focus our efforts on rebuilding the damaged area. It provides a flexible framework that will help coordinate countless decisions that will be made by the private sector, non-profit organizations, and local, state, and federal governments. This report also emphasizes the importance of good urban design and preservation of significant historic buildings as a lasting framework for rebuilding the areas devastated by the bomb and for revitalizing our downtown.

Please accept my heartfelt gratitude to all those who contributed to the workshop and this report.

Sincerely,

A handwritten signature in black ink, appearing to read "Ronald J. Norick".

Ronald J. Norick
Mayor

On April 27-29, 1995, the National Endowment for the Arts' Design Program hosted its 18th Mayors' Institute on City Design in Charleston, South Carolina.

Twice a year, the Mayors' Institute invites seven or eight mayors from cities across the country to a two-and-one-half-day symposium on city design with a resource team composed of eight to ten nationally known architects, planners and urban development experts. The symposium is organized around presentations and roundtable discussions. At each meeting, mayors (without members of their staff) and designers discuss specific problems facing cities and examine a broad range of ideas, precedents, and improvement strategies. Each mayor presents a case study of a critical issue from his/her city, and members of the resource team identify issues and discuss potential solutions.

Mayor Ronald Norick of Oklahoma City was scheduled to participate in the Mayors' Institute in Charleston. The human tragedy that Mayor Norick was grappling with was fresh in everyone's mind and heart. From across the nation, cities lent their rescue crews, emergency medical teams and supplies to assist Oklahoma City with this unprecedented disaster. Despite the immediate gravity of the situation in Oklahoma City, Mayor Norick was already looking to the future and honored his commitment to attend the Mayors' Institute. Because of the unique circumstances, the mayor was allowed to bring his Director of Planning, Garner Stoll. They were searching for ways to address the physical devastation to

North Downtown and begin the rebuilding process. At the meeting, Samina Quraeshi, director of the Design Program, gave Mayor Norick a letter expressing the sympathy of the Arts Endowment and offering assistance to the mayor and the people of Oklahoma City. She suggested the possibility of organizing a design workshop. The workshop would create an opportunity for a dialogue that would bring city officials and citizens together with federal agency representatives to develop a shared vision for the future of North Downtown that would rebuild a community, not simply reconstruct buildings. On May 1, 1995, Mayor Norick sent a letter to Ms. Quraeshi accepting, on behalf of the citizens of Oklahoma City, the Arts Endowment's offer to organize a design workshop to address design and planning issues in response to the physical devastation experienced by the city.

The Arts Endowment immediately sought a partnership with sister federal agencies to harness the resources of the federal government. The General Services Administration, Department of Housing and Urban Development, and the Department of Transportation agreed to participate and support the project. Each of these agencies had lost employees in the bombing, and each one had a commitment and responsibility to help the city rebuild.

To ensure that the workshop had broad community support and was organized locally, the Design Program sent a fact-finding team to Oklahoma City in mid-May to meet with public and private leaders and the local design community to develop a consensus on the best and most appropriate

format for the design workshop. The team consisted of Ms. Quraeshi; Thomas Grooms, program manager of the Arts Endowment's Federal Design Improvement Program; Hugh Hardy, a nationally known architect and member of the National Council on the Arts; Elizabeth Plater-Zyberk, a widely respected architect who had mobilized designers and communities to rebuild after the widespread devastation caused in the southeastern U.S. by Hurricane Hugo in 1989; and Virginia Benson, a strategic planner who works with citizens and governments in cities and regions across the country to build public consensus on complex community building issues. The team was joined in Oklahoma City by regional representatives of the partnering federal agencies.

The site visit was hosted by the city's Department of Planning, the Arts Council of Oklahoma City, and Second Century/Oklahoma City Urban Renewal Authority. At the first meeting with community and business leaders, Tiana Douglas, president of Second Century, urged the National Endowment for the Arts to begin the process as quickly as possible.

We must take charge of knitting the northern edge of our downtown back into the fabric of this community. The expertise of the National Endowment for the Arts' Design Program will be of great benefit as we turn this evil into good for our community.... planning is the process of building hope and for this reason, I ask you to move as quickly as possible to help us get underway.

The consensus from these meetings was to engage in a thoughtful, inclusive planning process that would engage the energies and talents of the local design community, business owners and interested citizens.

The project goals were to:

- Create hope and encourage reinvestment in the damaged areas.
- Provide a design context to rebuild the area (which would be needed when public and private funds became available).
- Provide a forum for broad community involvement.
- Place the memorial planning process in a broader context.

Mayor Norick endorsed the idea for an inclusive process and immediately issued a call to the community for its active participation. On June 30, Susan Parrott of the Journal Record reported on the response to the mayor's call for ideas:

Some of the ideas are scrawled on paper napkins. Others are intricately detailed. Some contain handwritten notes of encouragement, others are strong in word and belief. They range from the clumsy drawings of a child to interpretations of professional architects. They hold the key to redevelopment of a bomb-damaged city.

These ideas, combined with the analysis of District Teams, formed the basis for the public presentations and work at a July 24-25, 1995, design workshop held at Leadership Square in Oklahoma City.



Volunteers were organized into six District Teams. Each focused on a specific area of North Downtown.

In preparation for the design workshop, Mayor Norick issued a call to the citizens of Oklahoma City to submit their ideas and vision for rebuilding the city. In launching the planning process for North Downtown, Mayor Norick said:

Planning the rebuilding of the area is very important to the entire community.

The activity of planning for the future is a crucial step in the healing process. We must explore what was in the area, what remains, and what should be there.

This planning process will utilize the tremendous talents and energies of our citizens, our local design community, and the assistance of national groups (National Endowment for the Arts) that has so generously been offered to us.

This challenging statement initiated an intensive strategic planning process that involved citizens, local architects, engineers, planners, property owners, residents, community leaders and representatives of financing institutions. Volunteers were organized into six District Teams, and each focused on a specific area of North Downtown. Over a three-week period, each team examined the critical issues, discerned opportunities and explored concepts to rebuild its area.

The planning process focused on both short- and long-term issues.

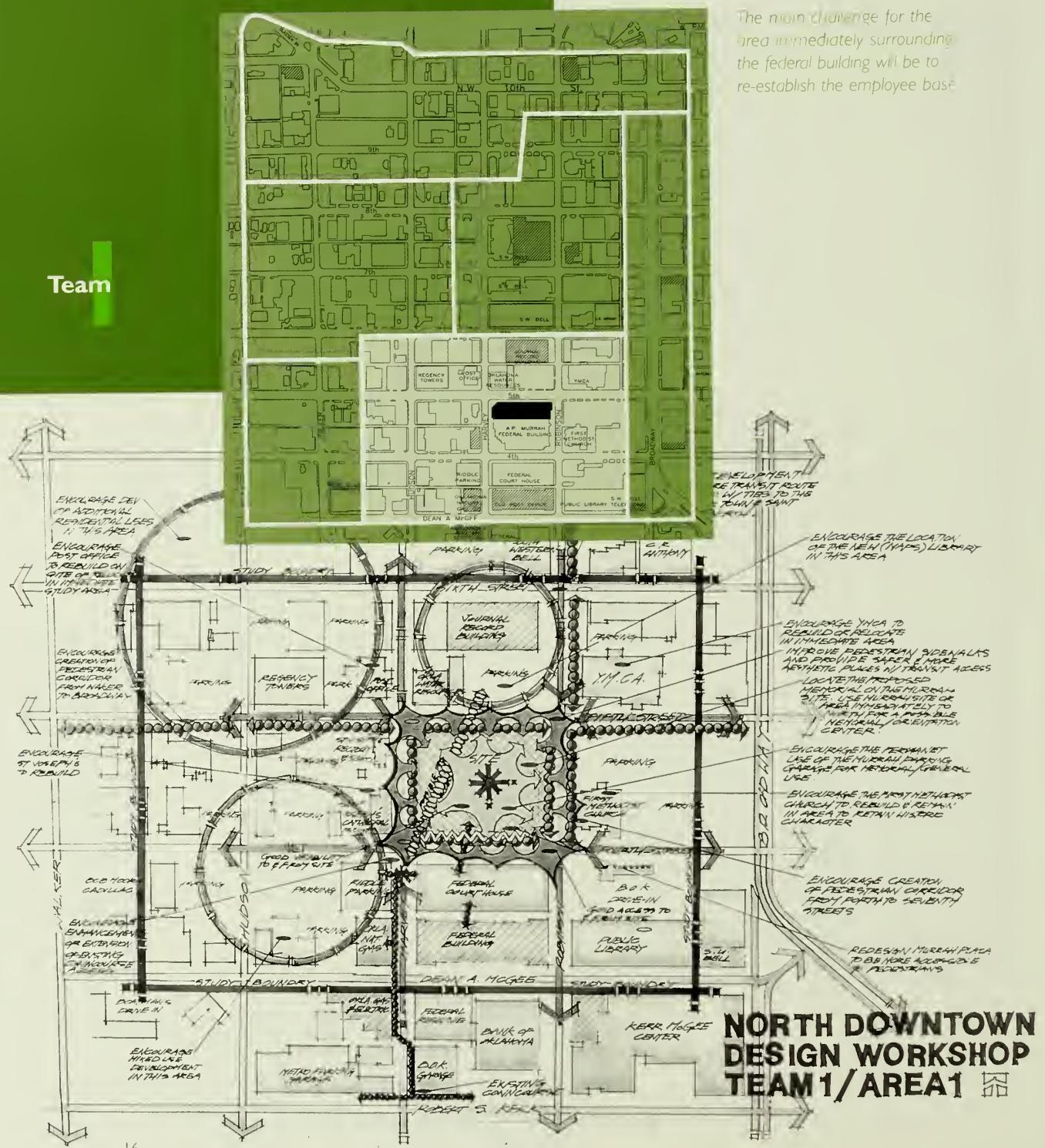
- What could be done immediately to stabilize the area and allow local businesses and residents to begin the recovery process?
- What are the economic opportunities, quality of life, land use, and mechanisms for implementation that will rebuild and sustain the area?

The District Teams' findings, along with submissions from the community, were presented to the national design team organized by the National Endowment for the Arts at the public workshop held in the gallery of the Leadership Square complex.

While each of the districts presented unique design challenges and opportunities, there were several common themes that ran through all six presentations.

- Businesses must be stabilized to prevent further loss.
- Anchor tenants will strengthen the economic attractiveness of the area.
- Streets must be landscaped and made pedestrian friendly.
- Each district must build on its own unique identity.
- Residential development in the downtown should be considered.
- The rebuilding effort should be guided by an organization whose only focus is North Downtown.

Team





PROPOSED LAND USE PLAN
Area 1, Team 1

Location:
The area immediately surrounding
the Murrah Federal Building

In opening the presentation, Naney McNay, a professional planner and the team captain, said, "The main challenge for the area immediately surrounding the federal building will be to re-establish the employee base. Re-investment and new development must be promoted to the area to lure tenants back." The District Team recommended a broad range of ideas to achieve its goal. The area should have a mix of civic-, business- and people-oriented uses. These would include churches, daycare, high-rise multi-family dwellings and daytime and nighttime activities. The area should create a link within the North Central Business District and with the adjacent areas. Greenways and pedestrian-level activities would add a vibrancy to the area.

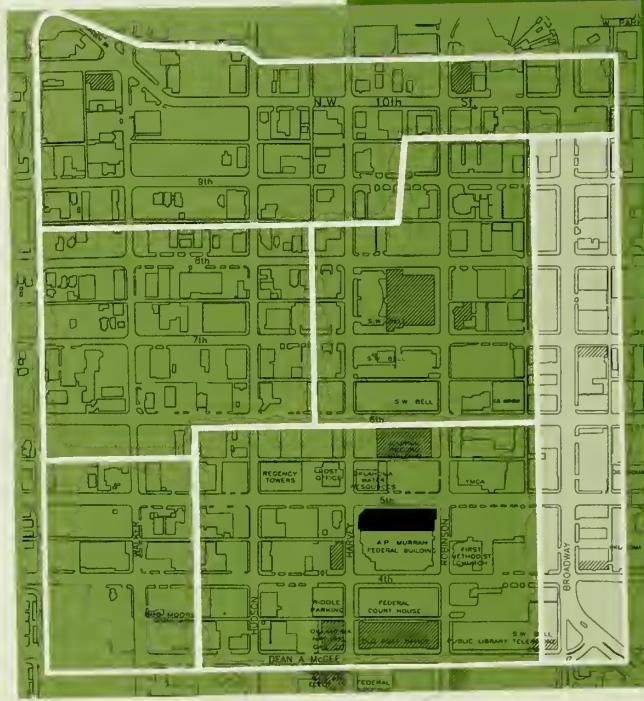
The team explored two development scenarios that would implement the recommendations. In both scenarios, the team recognized the importance of civic anchors. The YMCA, library and churches were seen as important anchors for the area. The team encouraged the "Y" to renovate its existing building or rebuild in the area. The new library that will be built as part of the Metropolitan Area Projects (MAPS)* project was seen as an important civic project that would serve a range of patrons from business to families. The team identified the importance of pedestrian access on Fourth and Fifth Streets and improved transit linkages along Harvey and Robinson Avenues.

The team proposed the *Journal Record* building as a future site for the Oklahoma Historical Society Museum.

Key elements of the team's recommendations include the importance of recognizing the new role that this area will play in Oklahoma City's economic future. In addition to its tourism potential, the area is immediately adjacent to the Central Business District and can provide a location for support services, mixed-use development and downtown housing.

*In December 1993, Oklahoma City voters approved a five-year one-cent sales tax to fund the Metropolitan Area Projects (MAPS) plan to build new and upgraded sports, recreation, cultural and convention facilities. The projects are located in the core area of the Central Business District.

Team 2



The strengths of the district are its history, architecture and concentrated ownership. The area is also the gateway to downtown.

* INTERSECTION
• "WAGON" TURNAROUND
• BRICK PAVERS

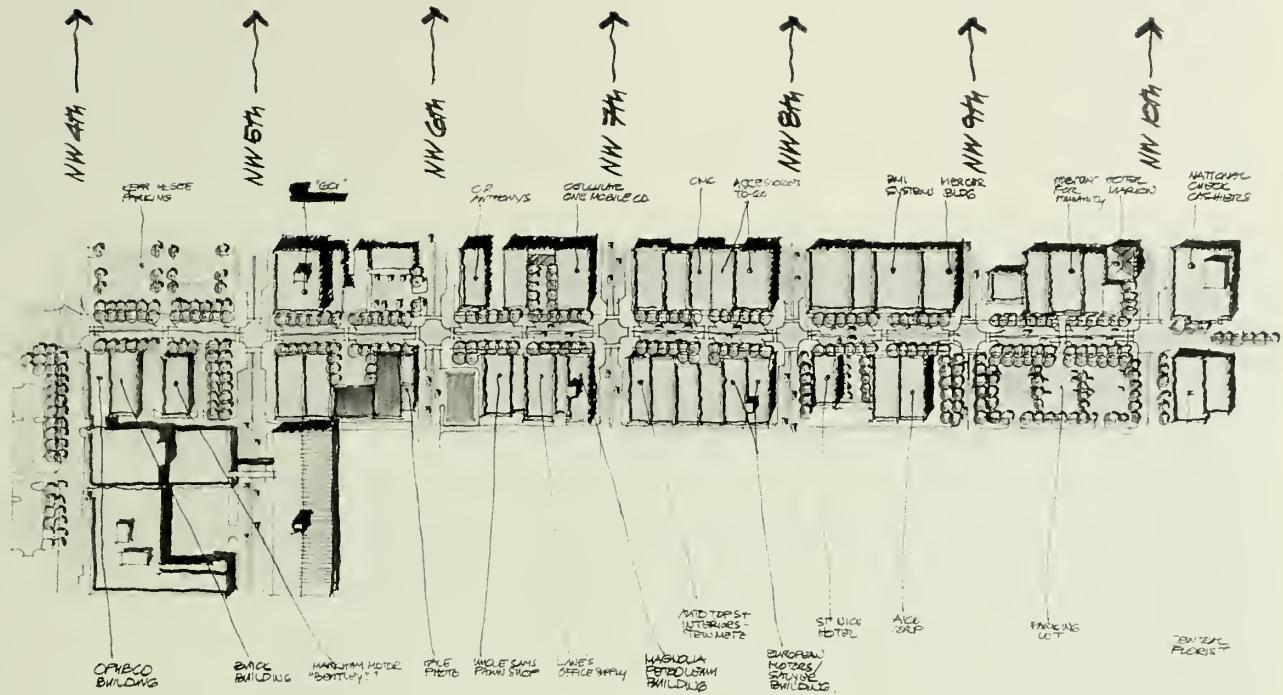


GREENLEAF - MOORE CAR COMPANY

- NEW FEATURES:
- OPEN UPPER WINDOWS
- WHITE SHADES & LIGHT INSIDE
- NEW FIRST FLOOR AWNINGS
- NEW "CAR EMBLEM" FRONT DOOR
- PLANTERS TO COVER GAS METER & ADD GREEN
- BUILDING NAME IN NEW BRICK - SIDING
- ANGLE PARKING
- OLD CARS IN WINDOWS WITH LIGHT

ST. NICHOLAS HOTEL

- OPEN UPPER WINDOWS
- WHITE SHADES & LIGHT INSIDE
- PLANTER TO COVER GAS METER
- BUILDING NAME IN NEW BRICK SIDEWALK
- ANGLE PARKING



Location:

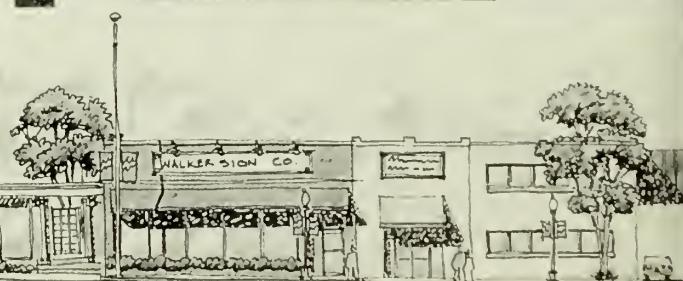
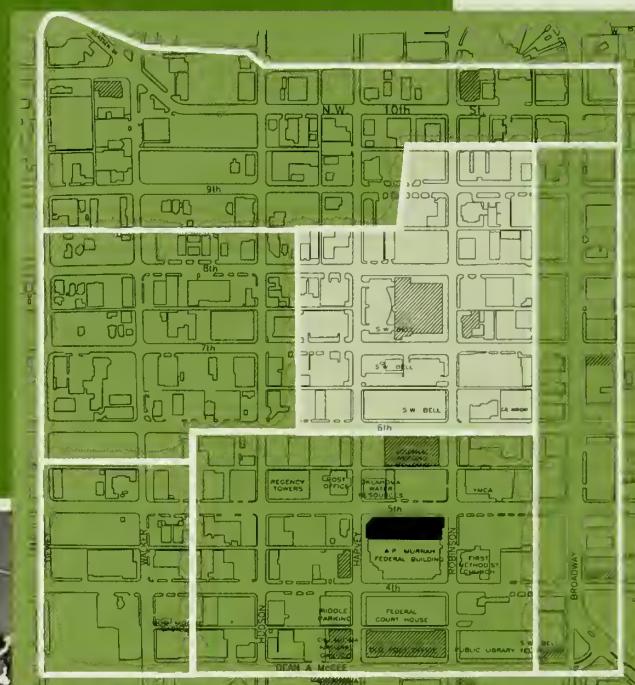
The area bounded by North Broadway Avenue, from N.W. 4th to Broadway Circle and just north of N.W. 10th Street

The central area of focus was Broadway Avenue. Originally designed for ease of movement of a wagon with a full team of horses, Broadway is better known in Oklahoma City as "Automobile Alley." It has many 1920s buildings, some designed by Solomon Andrew Layton, a nationally recognized Oklahoma City architect. Mr. Layton designed many of Oklahoma City's significant downtown buildings. A building inventory indicates that many of the buildings are Classical Revival or Plains Commercial architecture, some with Art Deco details. The team recognized that the strengths of the district are its history, architecture and concentrated ownership. The area is also the gateway to downtown.

Building on the strengths of the district, the team proposed that short-term actions would include developing a strong graphic and streetscape image for the area.

Long-term actions were focused on enhancing the image of the area through design and recruitment of businesses and activities that support the "Automobile Alley" image. Fun activities that would bring a new energy to the area ranged from bringing back "cruise night" to projecting outdoor movies on the side of buildings—making double use of the large parking lots.

Team 3



The team recommended that design guidelines for the area be developed that would transform the district into a pedestrian friendly place

Location:

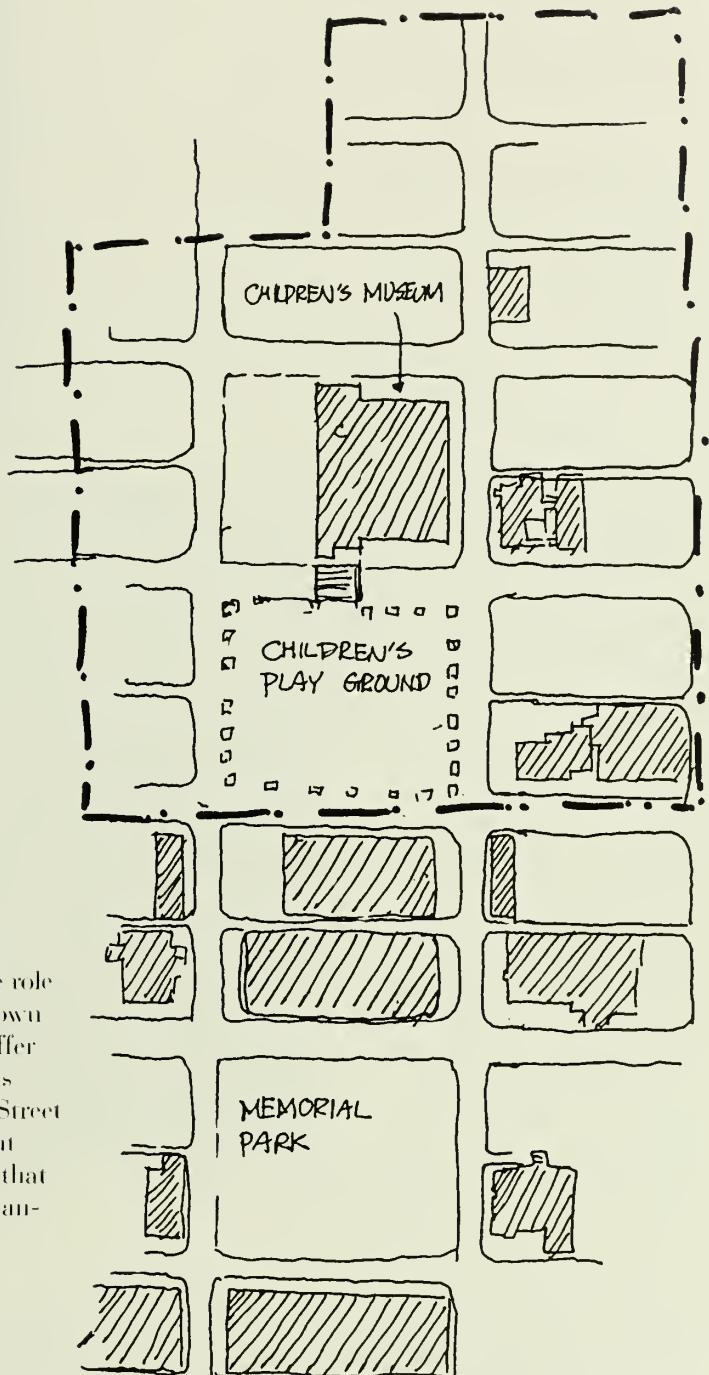
The area from 6th to 9th Streets, the rear line of Harvey Street to the rear line of Broadway Avenue

The district recommendations focused on the role of the area as a buffer zone between downtown and the residential areas to the north. A buffer could be accomplished by creating a campus atmosphere with Robinson Avenue and 6th Street as promenades. The team recommended that design guidelines for the area be developed that would transform the district into a pedestrian-friendly place.

Recommendations included

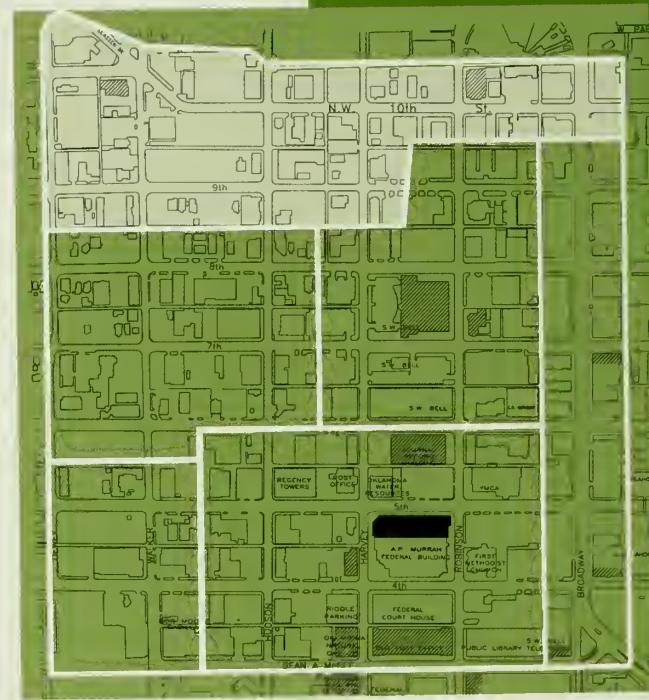
- Narrowing Robinson Avenue
- Landscaping vacant properties to provide a visual separation between vacant land and street frontages
- Developing guidelines for lighting, sidewalk improvements, signage and street furniture

The team recognized the importance of bringing new energy to the area. Recommendations included creating a pedestrian-friendly area with fewer hard surfaces and more landscaping, and creating opportunities for new businesses. As part of the team's brainstorming, they explored the idea of creating a link between the Murrah Building site and activities for children and families. A children's museum and children's playground could be located on the parking lots or vacant land on either side of the Southwestern Bell Corporate Center.

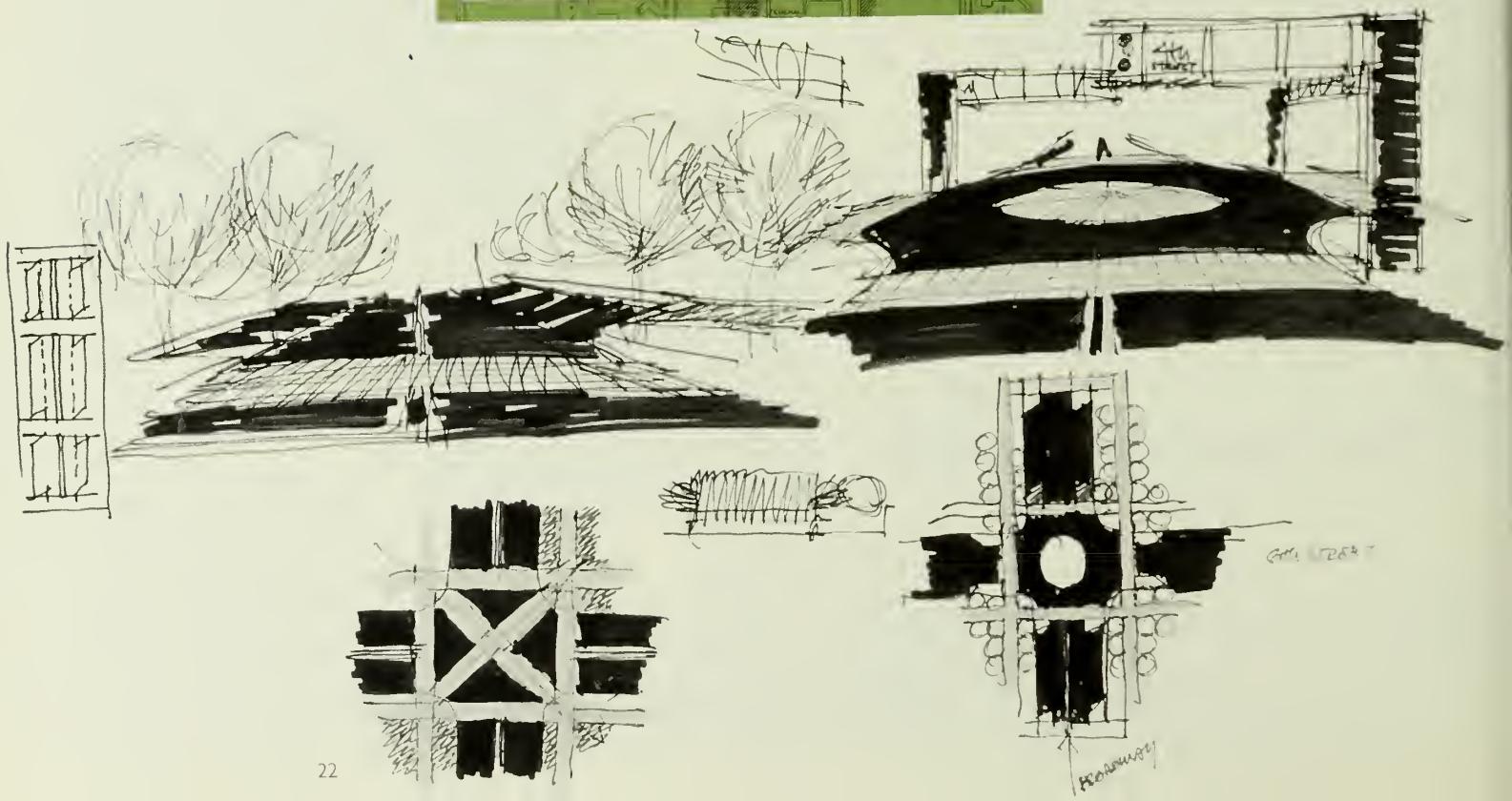


In addition to district recommendations, the team suggested that an ongoing planning process should be established to examine ways to strengthen neighborhood identities and create linkages between the districts and the Central Business District. The districts should develop their own distinct design criteria to strengthen and enhance the overall image and appeal of the area. To facilitate development in North Downtown, the team recommended that the city appoint a review committee to guide the planning and development process.

Team 4



District 4, while an integral part of North Downtown, derives its character and sense of place from the institutions that are located in and adjacent to the district.





Location:

The area immediately surrounding St. Anthony's Hospital

This area has a unique history. It was developed along the streetcar line during the population boom of 1910 and was home to many hotels and boarding houses that sprang up to accommodate the influx of residents. District 4, while an integral part of North Downtown, derives its character and sense of place from the institutions that are located in and adjacent to the district. St. Anthony's Hospital is one of the important economic anchors in this area. Established in 1886 near the Murrah Building, it moved to its present location at the corner of Dewey and N.W. 10th Street in 1906.

In addition to St. Anthony's Hospital, other factors that contribute to the character and economic potential of the area include

- Mercy Hospital, which has been vacant for more than 20 years, can be retrofitted for institutional or commercial activities.
- City Church, built in 1889, is the oldest church in the city and has been a catalyst for keeping people in the inner city for generations.
- Broadway Avenue is the gateway to this area linking the Central Business District and the neighborhoods to the north.
- Robinson Avenue/Church Row, the Professional Office Buildings and strong residential areas are immediately adjacent to the district.

The team focused on improving the overall appearance of the area as a key element to the short- and long-term economic development program. The area has a primary customer base

of approximately 2,000 professional and support staff and their customers and visitors. Demographics alone suggest a market potential for hospitality, retail and service industries. However, the area has been seen as unsafe and unattractive. This has prevented the area from realizing its potential.

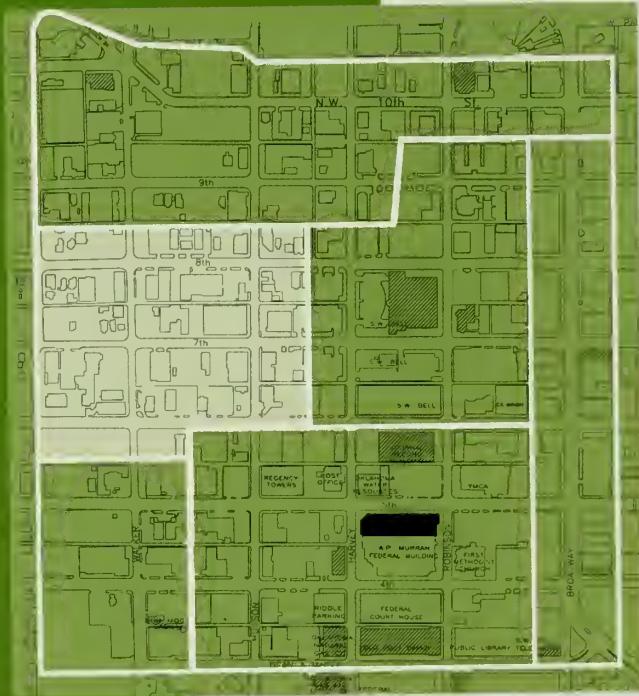
The team identified both short- and long-term actions to implement its recommendations.

Short term

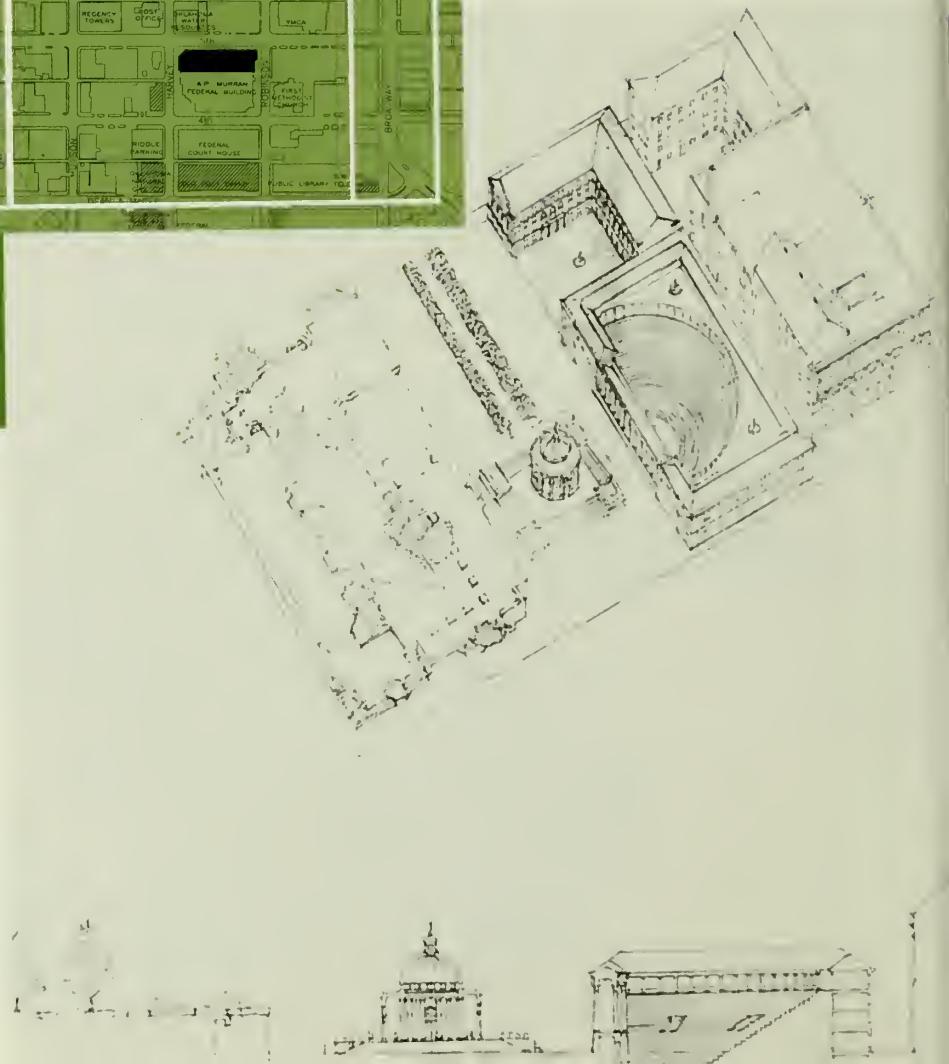
- Improve the overall appearance and marketability of the area.
- Maintain the existing vacant properties; keep grass mowed, prune trees and clear litter.
- Renovate structures that face the major intersections (Broadway and N.W. 10th; N.W. 10th, Walker and Classen Boulevard).
- Pave the sidewalks—add alternate textured surfaces similar to those already in use at St. Anthony's.
- Add landscaping buffers to shield parking lots and other hard surfaces.
- Create a change of surface at important intersections.
- Add crosswalks and traffic islands to create a pedestrian-friendly environment.
- Change traffic signalization to create a safer pedestrian and vehicular environment.

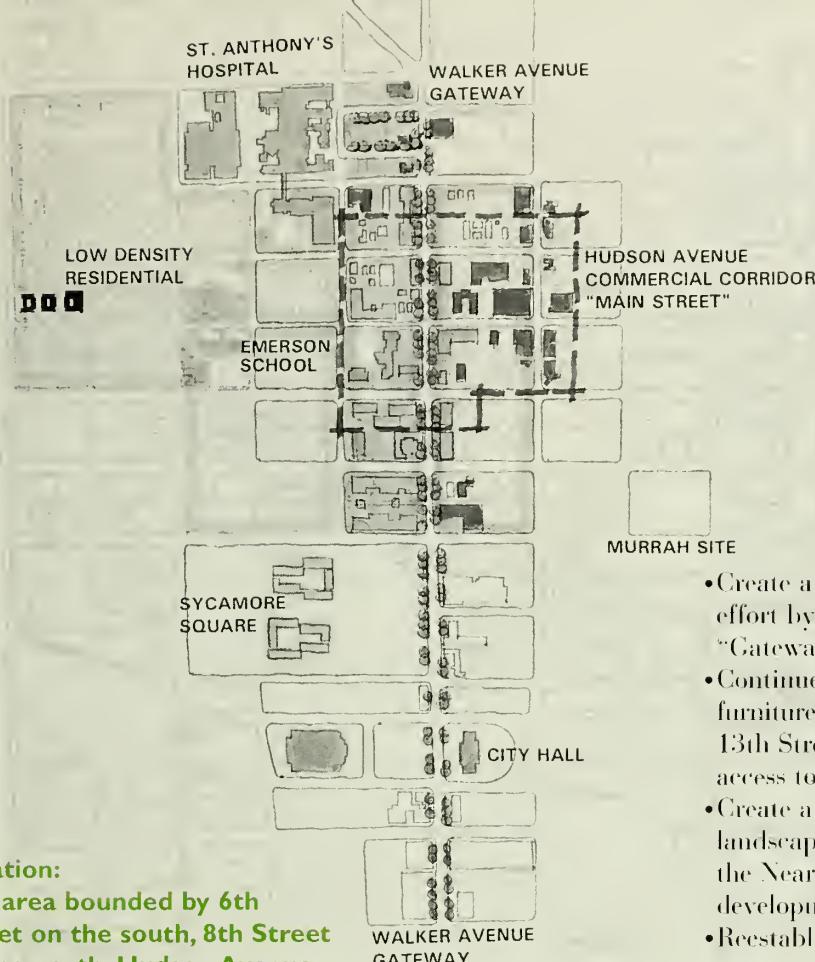
In addition to the physical development, the District 4 Team echoed the recommendation that North Downtown Area needed an organization to guide and encourage development. This organization might be modeled after the National Trust for Historic Preservation's Main Street Program or similar effort.

Team 5



The team looked beyond its immediate boundary and recognized that the area's location and depressed property values should create a favorable opportunity for redevelopment.





Location:

The area bounded by 6th Street on the south, 8th Street on the north, Hudson Avenue on the east and Dewey Avenue on the west

To develop a sense of the area's existing condition, the team reviewed its history, completed a physical inventory of individual properties, photographed much of the area and conducted a telephone survey of the property owners and tenants. The telephone survey and input from team member property owners placed crime and lack of security at the top of the list of issues. Other issues include depressed and flat property values, vacant and boarded-up buildings, and damage to one of the key anchors (Brown Brokerage). The team looked beyond its immediate boundaries and recognized that the area's location (between St. Anthony's Hospital and the Central Business District, and only a few blocks from two of the city's finest central city neighborhoods) and depressed property values should create a favorable opportunity for redevelopment.

In developing a revitalization plan for the area, the team's recommendations focused on several overall goals, as well as some short-term strategies to guide development.

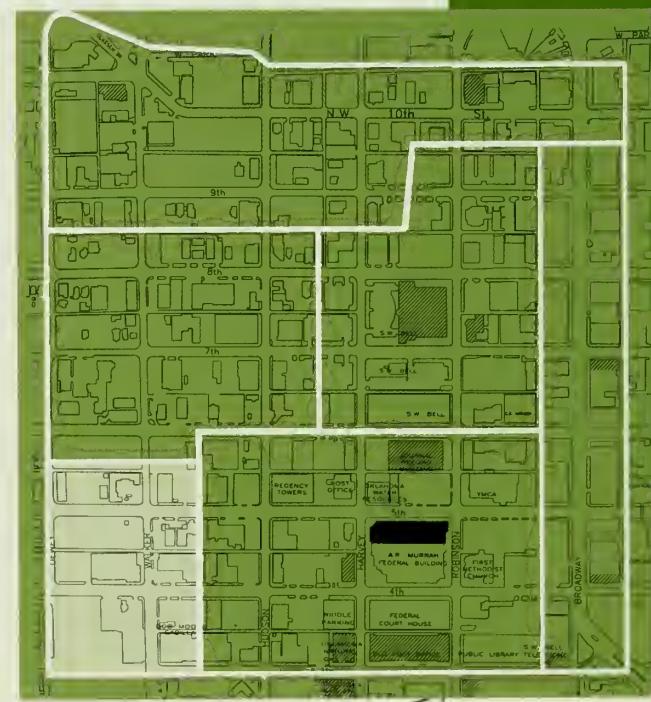
- Create a strong central axis for the revitalization effort by extending Walker Avenue as the "Gateway."
- Continue landscaping, lighting, signage, street furniture and paving themes northward to 10th or 13th Street to strengthen the image and improve access to St. Anthony's Hospital.
- Create a pedestrian-friendly, well designed and landscaped area that connects North Downtown, the Near Northwest Neighborhoods and the development along the waterfront.
- Reestablish a high-quality, diversified residential community from Dewey to Classen Boulevard. The residential area will support a variety of services, entertainment, retail and eating establishments.
- Use this once-in-a-lifetime opportunity to put into place a plan to develop an overall urban design and urban activity program for the central city. This could include paving schemes, landscaped green belts, small parks and continuous walkways.

Specific strategies to implement the long-term goals include:

- Develop an association or organization to guide redevelopment.
- Establish a "Redevelopment Clearing House" staffed by the planning department to provide up-to-date information on development opportunities.
- Establish a zoning and design review to ensure that new development is appropriate to the overall development plan for the area.
- Encourage seed money for revolving loans, mortgage buy-downs and other incentives to reinvestment.
- Set up matching grants targeted to commercial properties to make improvements to the buildings' street fronts.

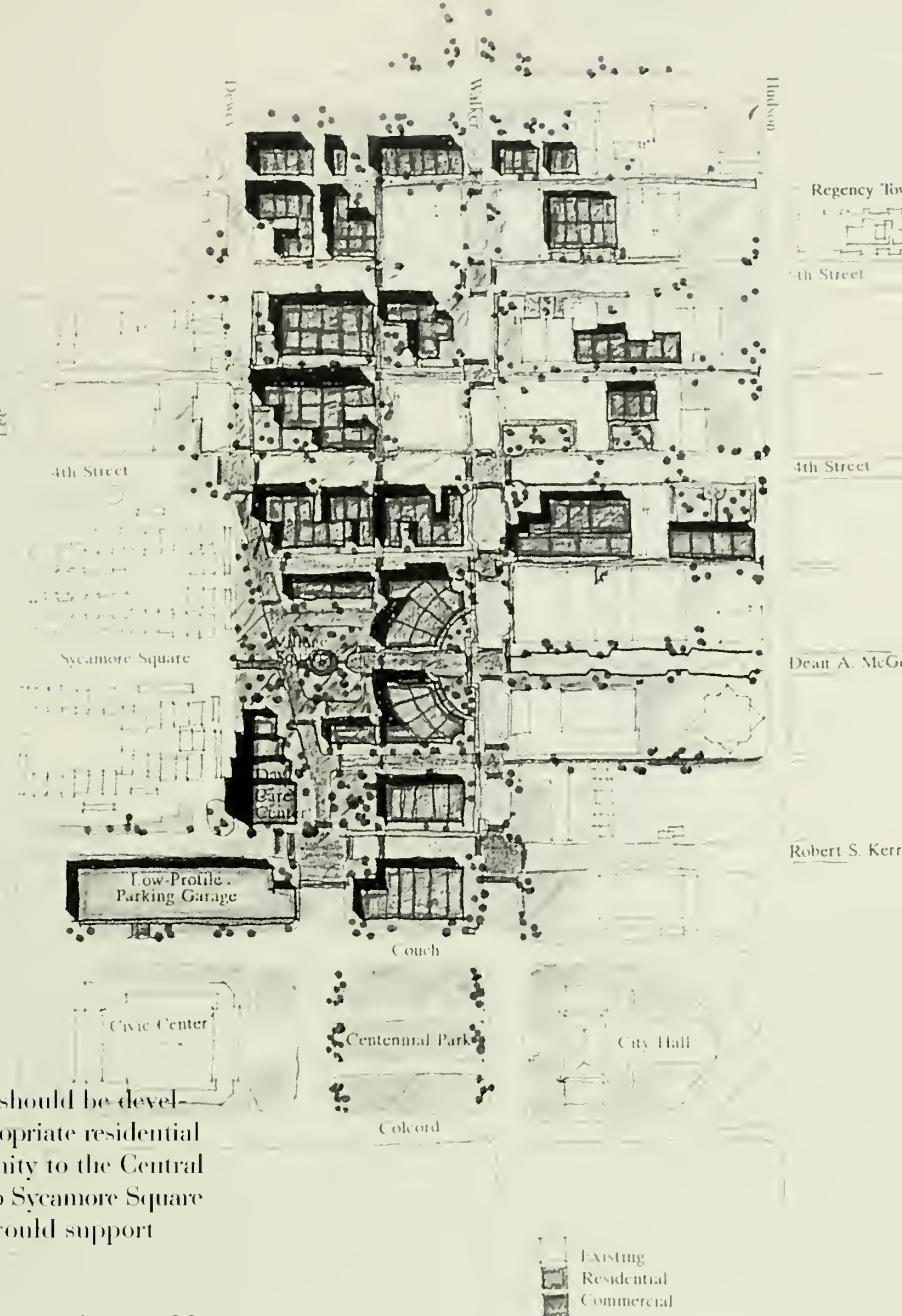
Team 5 stressed the importance of a coordinated redevelopment effort that looks beyond the boundaries of North Downtown to forge linkages with the surrounding medical community, Central Business District, newly emerging entertainment district along the riverfront and the central city neighborhoods.

Team 6



The area's close proximity to the Central Business District and adjacency to Sycamore Square creates a synergy of uses that would support residential development.





Location:

The area bounded by Walker, Kerr and Dewey Avenues—directly adjacent to Sycamore Square, the Civic Center and Centennial Park

Team 6 proposed that this area should be developed as urban housing with appropriate residential support services. Its close proximity to the Central Business District and adjacency to Sycamore Square creates a synergy of uses that would support residential development.

Team 6 developed a range of projects that would stimulate development in the area. Specific projects included:

- **Development of a downtown day-care center.** The team suggested that the site owned by the Urban Renewal Authority near Sycamore Square and the Civic Center would be a good location for downtown workers as well as residents.
- **Creation of a pedestrian-friendly environment.** Projects ranged from extending Dewey Street to improving the streets, sidewalks, lighting, development along the alleys and creation of a town square. The team focused on infrastructure improvements that would create an attractive gateway and create a residential feeling in the area.
- **Development of a Master Plan.** A Master Plan would include phases of development for the area, design guidelines for signage and facades, and areas designated for parking, commercial, and residential sites.

Design Workshop





Concurrent with the District Teams' planning process, the National Endowment for the Arts began planning for the design workshop.

The design workshop would focus on the area of North Downtown that had to be stabilized immediately to prevent irreversible economic decline. A vision needed to be developed that would create a sense of hope that the area could be rebuilt—as something better than it was before April 19—to realize its potential as the northern anchor of the Central Business District.

The National Endowment for the Arts, working collaboratively with the Mayor's office, Department of Planning, Arts Council of Oklahoma City and Second Century/Oklahoma City Urban Renewal Authority invited a multi-disciplinary national design team to participate in the two-day workshop.

The team included:

Hugh Hardy, Architect
Partner, Hardy, Holzman, Pfeiffer Associates

Nancye Green, Graphic Designer
Partner, Donovan and Green

Elizabeth Plater-Zyberk, Architect
Partner, Duany and Plater-Zyberk, Architects and Town Planners

Peter Walker, Landscape Architect
Partner, Peter Walker William Johnson & Partners

Jennifer Moulton, Director of Planning
City of Denver, former President of Historic Denver

Michael Donovan, Graphic Designer
partner, Donovan and Green

Virginia Benson, Public Participation
principal, Community Design Exchange

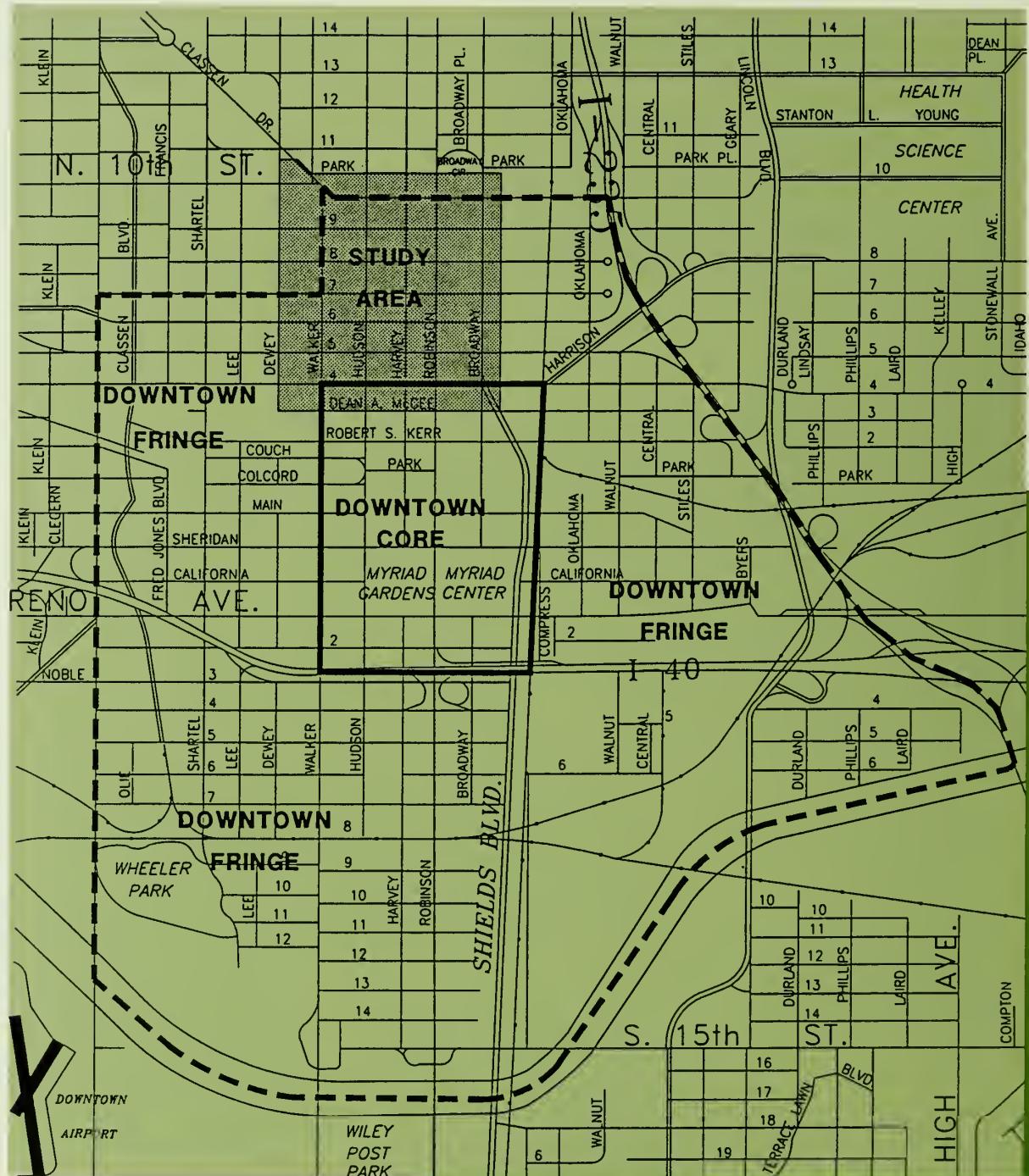
Federal agency participants included:
Dale Lanzone, Director of Cultural and Environmental Affairs, General Services Administration

Stephen Weatherford, Secretary's Representative, Southwest, Department of Housing and Urban Development

Samina Quraeshi, Director, Design Program, National Endowment for the Arts

Thomas Grooms, Program Manager, Federal Design Improvement, National Endowment for the Arts

The design workshop was opened by Mayor Norick with the challenge that this area was important to Oklahoma City and the nation. In launching the workshop, he said, "The most important issue that must be addressed immediately is restoring confidence and providing a roadmap for rebuilding." Following the mayor, each of the District Teams presented a summary of its findings to the national design team. The local teams stressed the importance of economic revitalization, preservation and reuse of the existing buildings, creation of a space that is enticing and friendly for pedestrians and visitors, exploration of opportunities for new development patterns that include housing and pedestrian-friendly streets. Many of the teams stressed the importance of locating civic/public anchors in the area that would signal to residents and business owners that this was a place to reinvest.



The design team and other participants discussed how the site related to the overall city and, what other projects would support or compete with rebuilding efforts in North Downtown.



Following the presentations, the national design team and other participants discussed how the site related to the overall city and, specifically, what other projects would support or compete with rebuilding efforts in North Downtown.

As a result of these discussions, a consensus emerged regarding the approach that the team would use to shape the design workshop process.

The national design team would focus on

- Context of the northern downtown site to other city projects
- Special places and corridors—anchors and themes
- The Murrah Building site—what it is and its relationship to the overall study site
- New anchors—criteria and possible location
- Amenities—streetscapes, parks, lights
- Implementation ideas—zoning, how to make it attractive to rebuilding, design guidelines, community associations/coalitions

In addition to the specific elements that would be examined, the national design team broke into two working groups. The first group examined the overall study site, and the second group focused on the Murrah Building site.

It should be noted that from the outset of the design workshop, the team recognized that discussion of the actual development of the Murrah Building site was outside of the scope of this project. Mayor Norick has appointed a broad-based citizens committee to begin dialogue on possible ways to remember the April 19 tragedy. This committee has just started work, with the first meeting taking place the week of the design workshop.

The national design team felt that it could offer ideas and concepts on how the area should be stabilized and maintained until such time as the final decisions are made on use of the site.



Comments:

The national design team applauded the work of the District Teams. The District Teams had identified the strengths and opportunities in each of their areas and developed creative ideas that could be translated into achievable projects both short- and long-term.

Several overarching themes emerged from the presentations. These included a recognition that the rebuilding process would require a new way of looking at the area. Prior to the disaster, the site was a downtown fringe area anchored by the federal presence in the Murrah Building and courthouse and federal offices. Other anchors included the *Journal Record*, Southwestern Bell and the YMCA. The area, while zoned for industrial uses, has been used for office, small-scale commercial and surface parking. Prior to April 19, the area was experiencing some economic decline. Since April 19, the area has experienced severe economic decline, with the loss of workers frequenting the many support businesses in the neighborhood, and several business either closing or moving to new locations as a result of building damage.

The common thread through all of the District Team presentations was the importance of developing a well designed, sustainable and vital community that included commercial and residential development and appropriate amenities such as parks, day care and recreation. Building on this information, the national design team established the following goals, identified the strengths and weaknesses of the area, and developed recommendations to stimulate rebuilding in the area.



Overall Goals

Short term

- Stabilize businesses through the allocation of resources.
- Develop a framework for wise, long-term decision-making by supporting the ongoing planning process for the area.

Long term

- Foster economic sustainability.
- Create pedestrian-active streets.
- Enhance links to:
 - St. Anthony's Hospital
 - Health Science Center
 - Capitol
 - Bricktown
 - MAPS projects
 - Fairgrounds
 - City Stockyards
 - Airport
- Enhance the identity and character of the different areas of the site.

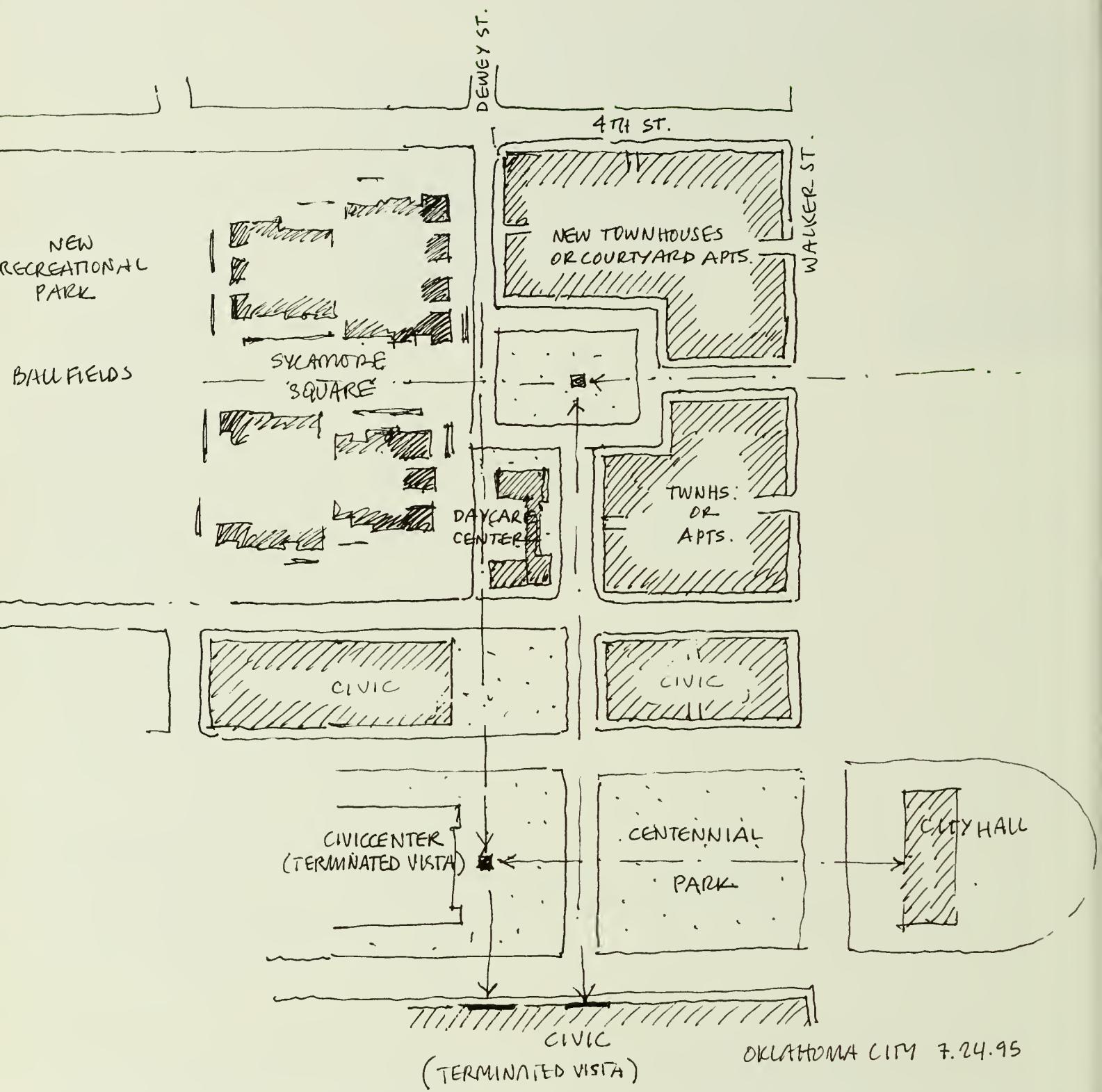
Site Analysis

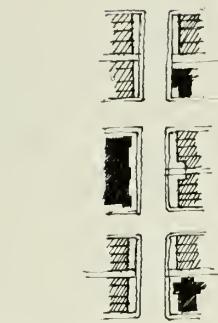
Strengths

- The Murrah Building site is a focus for the larger area.
- The timing for a rebuilding effort (e.g., the success of Paseo, Bricktown and Heritage Hills) indicates a newly emerging awareness of downtown as a good place for entertainment and living.
- The location is strategic. The site is accessible to highways, between several strong employment centers, adjacent to the Central Business District and near residential and recreational districts.
- The MAPS projects will center regional entertainment and arts activities in the downtown area.
- There are pioneering efforts already underway in Bricktown.
- The street grid is interconnected, promoting linkages.
- There is a stock of historic buildings that provide a unique character to the area (Automobile Alley, Church Row).
- The land values are depressed, facilitating change and risk taking, and making it easier to enhance their value through zoning.

Problems

- There is a large, undifferentiated supply of land.
- The current zoning limits development opportunities for other than industrial uses.
- There is competition from the other metropolitan development.
- The current pattern of auto use, parking and tunnels is counter to the expressed desire for a more pedestrian-friendly environment.

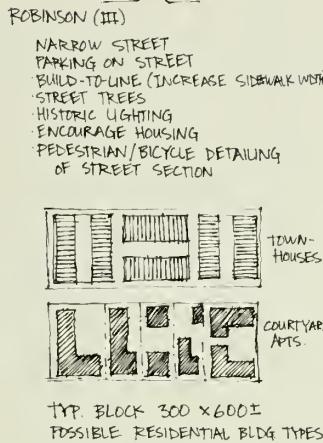




Robinson is an example of an "A" Street—pedestrian continuity streets, with highest priority placed on pedestrian comfort, interest and security (few or no curb cuts; alley access only, etc.).



Broadway is an example of a "B" Street—street where design regulations may be more relaxed, allowing vehicular access across sidewalks.



Implementation and Solutions

Immediate

- The national design team strongly encourages the city to undertake a downtown planning process that ties in MAPS, the upcoming Urban Land Institute study, the memorial planning process and ongoing planning for the study site.
- Residential development is an important element in rebuilding a vibrant community. However, there is strong skepticism on the viability of residential development. The city should commission a downtown residential economic analysis to determine the market potentials, subsidies needed (if any), demand and capacity for residential development in the study site and surrounding downtown area.

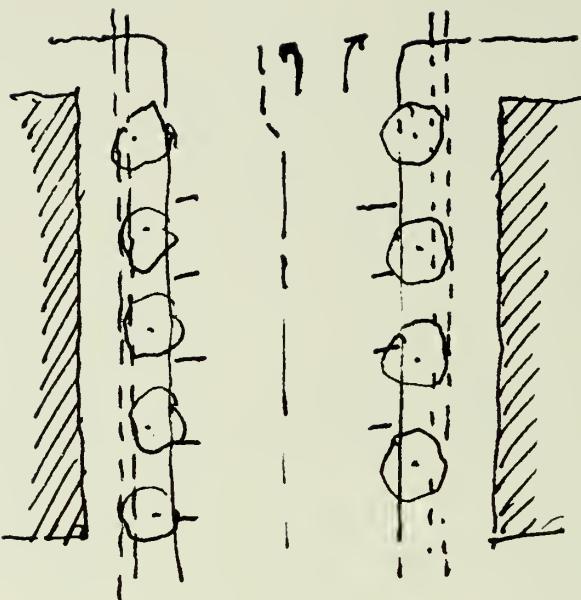
Next Steps/Considerations

- Develop a micro-urban design plan for the sub-areas of downtown. Build on the different design character and identities of the sub-areas. Develop design guidelines for each sub-area.
- Revise the zoning ordinance to support the rebuilding process. The zoning should be building type-, character- and density-based rather than Floor Area Ratio (FAR). The ordinance should allow for mixed-use developments. New development should be compatible with existing heights, setbacks and be less use-oriented.
- Focus rebuilding efforts as tightly as possible by building on existing activities. The above example shows that by using Sycamore Square as a cornerstone, additional housing and civic

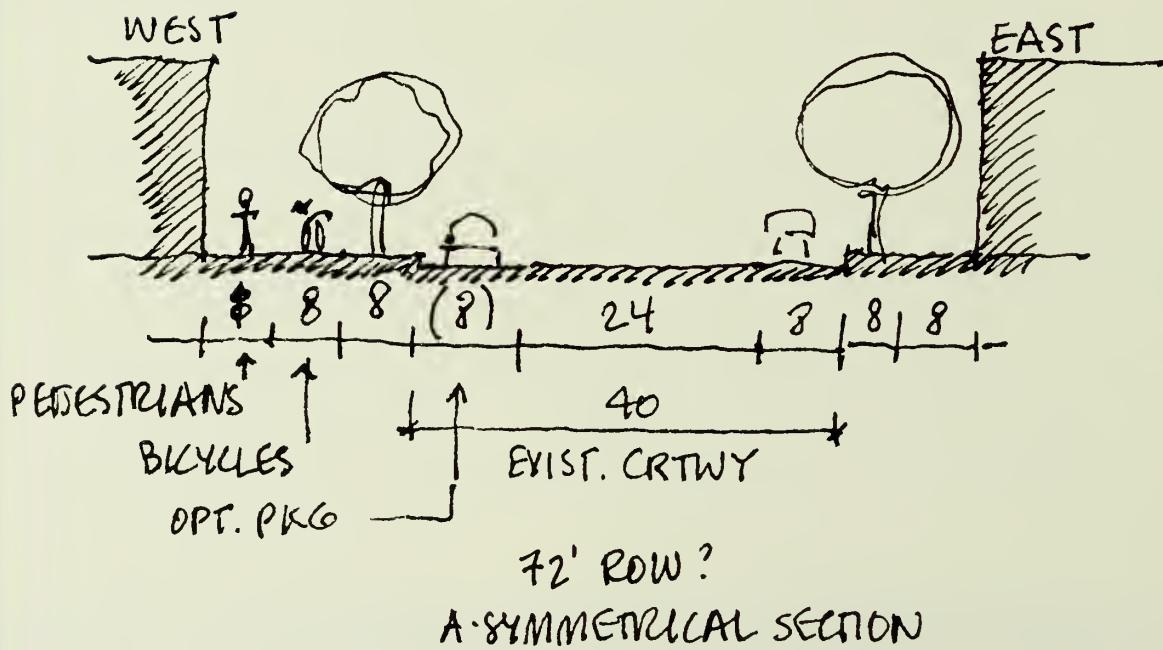
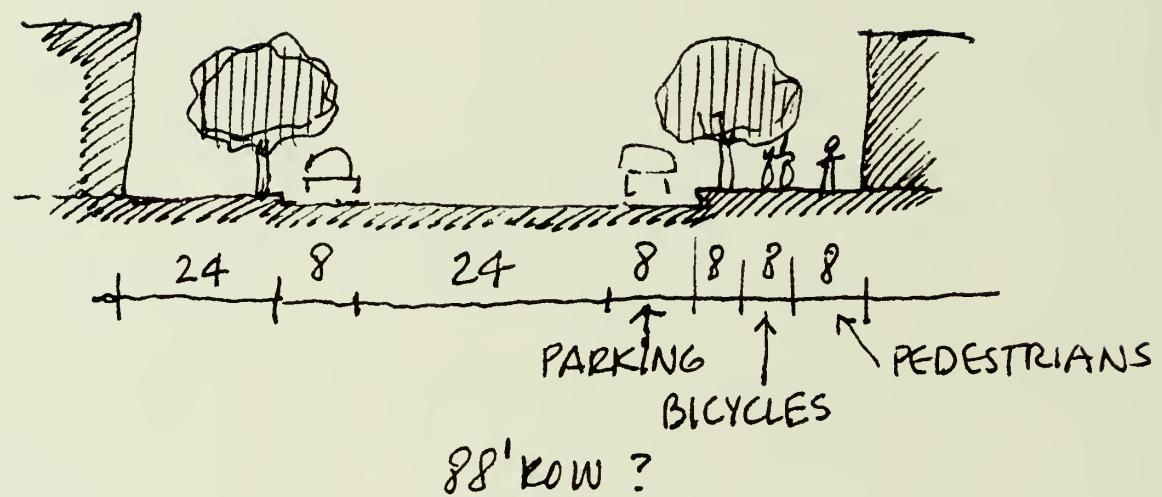
buildings, such as a community center, school or recreation can be added to support and enhance the existing activities and create a critical mass of development that will support neighborhood life.

- Preserve the existing buildings, especially those that are historic or contribute to the character of the through streets. The city should encourage the banks to support loans that will be used to revitalize existing buildings.
- Develop an overall downtown focus on the making of public spaces—streets, greens, squares and termination of vistas with public monuments or civic buildings. Do not extend the tunnel system. Minimize its importance by enhancing the life on the street.
- Identify and establish a street hierarchy. Promote street character specific to place with some narrower or wider sidewalks, different trees on different streets and different lighting (historic when known). Limit building heights by story and vary these depending on the street.

Establish A and B streets. "A" streets are pedestrian continuity streets, with highest priority placed on pedestrian comfort, interest and security (few or no curb cuts; alley access only, etc.) "B" streets are other streets where design regulations may be more relaxed, allowing vehicular access across sidewalks. Robinson can become a pedestrian-connector street, linking Heritage Hills, North Downtown and the Central Business District. Broadway, 5th, 6th and 10th are important through streets.



Robinson should become a pedestrian connector street and an early-action catalytic project undertaken by the city as a visible sign that work is in progress.



The following recommendations from the national design team are only the first step in an intensive planning and implementation process.

Streets in general

- Keep 5th and 6th Streets open as connectors. They are important through streets for the area. Use traffic calming rather than closure. Examples of traffic calming include narrowing the carway by widening the sidewalk or allowing parallel parking.
- Narrow Robinson, an A street, to connect Heritage Hills to downtown; add bike trails.
- Emphasize auto history/character of Broadway, a B Street; allow parking on side of buildings; control building heights and build to property lines; preserve what is there! Short streets should terminate in an important civic element.
- Allow encroachments in the right-of-way to make sidewalks hospitable with trees, graphics, awnings, canopies and colonnades to get people out of tunnels.
- Encourage pedestrian-friendly environments by allowing parallel parking along the sidewalk (as it protects the pedestrian) and slow traffic speed.
- Require habitable frontage with clear glass on the first two stories. If parking is permitted on the first two stories, have habitable frontage at least 20' deep at the street level. (i.e., On A streets, no exposed parking garages or lots on street fronts; no exposed ramps to upper levels at front.)
- Require vehicular access to lots from alleys on A streets.

Open Land

- Learn how to manage the open land so that it enhances the value of the area.

- Vacant lots should be maintained and landscaped; establish landscaping along the street front.
- All parking lots should have a landscaping plan.
- Ensure that the plans are completed within 18 months.

Transportation

- Expand the MAPS transportation links into North Downtown. Use of a shuttle bus or rubber tire trolley will reduce the need for the automobile and link the new development (commercial and residential) with the Central Business District.
- Create a bicycle path from the residential areas through the downtown on A streets.

Landscaping (General)

- Enforce landscaping maintenance of vacant lots.
- Develop and enforce landscaping of surface parking lots (interior and perimeter).

Street Lights

- Install pedestrian-scale street lights; vary according to sub-areas.
- Install special lighting for Broadway (neon?).

Building Preservation

- Develop regulations to prevent the demolition of buildings for parking lots. (This should apply in the study area, Bricktown and areas surrounding MAPS projects.)
- Identify and designate identified historic structures.
- Strengthen preservation regulations where needed.

Infill Development

- Infill with new; use existing building stock as the reference for building size and type.
- Focus and concentrate the development of new buildings sequentially and as tightly as possible to create urban places.

Permit Process

- Simplify the permit process.
- Recognize the inherent code issues with old buildings; make variance process clear and predictable.
- Where specific plans are developed for an area, tie speedy permit approval to plan compliance.



Early Actions:
The city should commit to several immediate outcomes from the planning process.

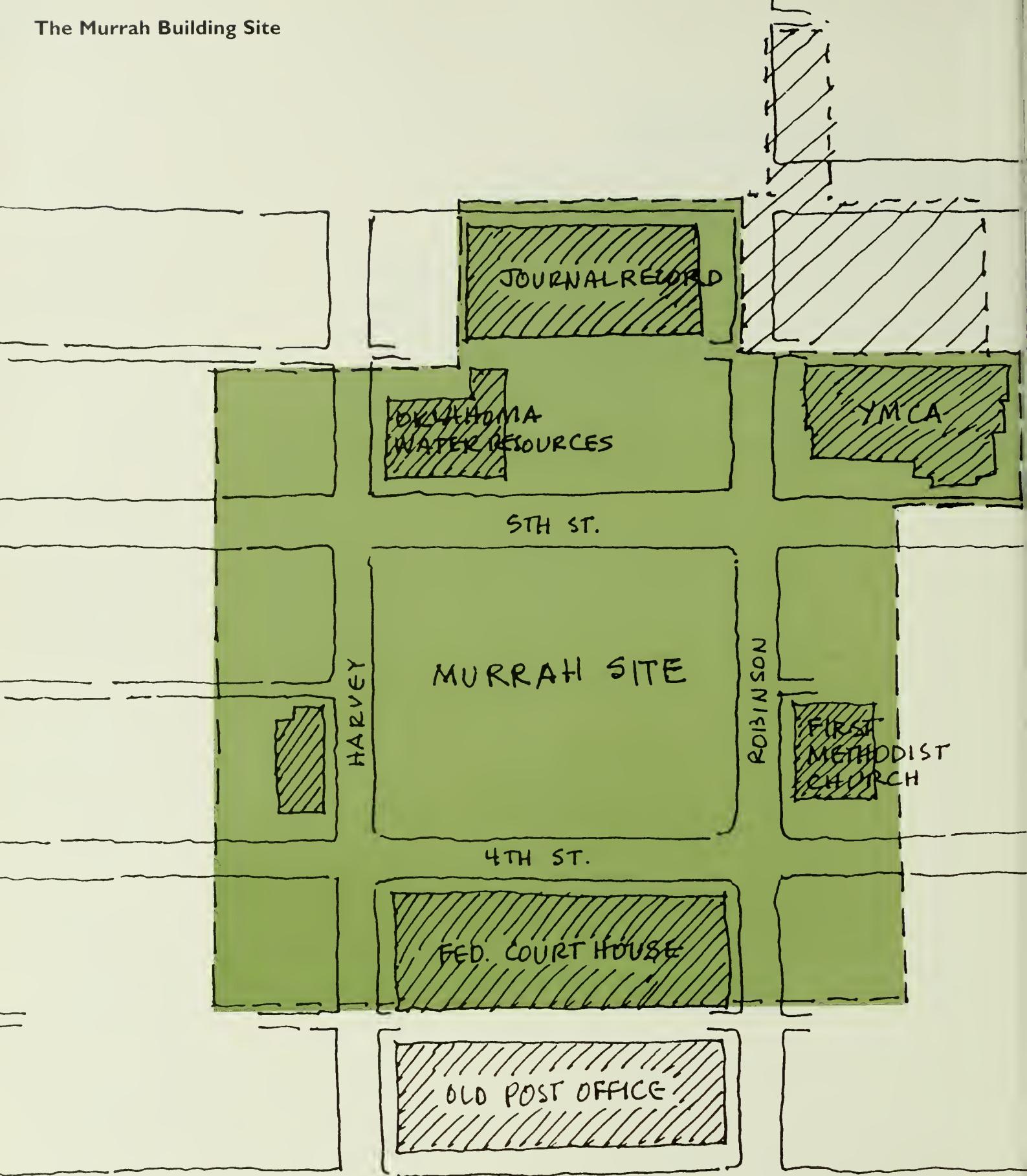
The national design team recommends that early actions should focus on both sides of the street at once. Do a mega block rather than scatter improvements throughout the district. This encourages inclusive design rather than exclusive design.

- The city should support the efforts of the District Teams to complete their initial concept plans. This process should be completed in one to two months and will result in a prioritized list of key first steps.
- Ensure that the key buildings that comprise the Murrah Building site are protected from demolition and are secured from further deterioration until such time as the final design is completed for the Murrah Building site.
- The city, working with the District Teams, should undertake an early-action catalytic project as a visible sign that work is in progress. Broadway and Robinson are two of the most important streets in the area. Landscaping, lighting, and street signage will signal, even to the casual driver, that things are changing. Robinson Avenue can be narrowed by adding parallel parking on both sides of the street; adding landscaping, lighting and signage will suggest a pedestrian environment.



- Commercial or industrial development alone will not rebuild the area. Residential development is an important key to bringing back a more vital and vibrant community. The city should commission an economic analysis of the viability of residential development in the downtown. This analysis will help determine the type of housing and potential subsidies or incentives required to encourage development.
- The city should develop a strategic downtown plan that ties in the MAPS projects, Bricktown and the Urban Land Institute study with the plans for the study site. The MAPS projects and Bricktown will either support and enhance the ongoing rebuilding efforts or be seen as competing for limited resources and public energy. A strategic plan will clearly outline the relationships and benefits that can flow between the projects. The downtown plan will be an opportunity to affirm the commitment to why this is a special place and to decide if this tragedy has simply been a punctuation point or a pivotal point in the city's history.
- As the district plans are completed, the city should serve as the convener to identify funding sources for immediate/short-term projects such as landscaping, facade improvements, image/graphic design, and lighting. These will be a signal to the citizens and investment community that North Downtown is coming back—new and improved.
- The Sycamore Square project has the potential to be the catalyst for the first “neighborhood” to be developed. This area can be the site for public improvements, such as recreation areas, a community center or a child care center. Housing development should be encouraged, especially that which is low scale, urban in character, facing on neighborhood streets and linked by sidewalks or paths.
- The MAPS projects should be reviewed to identify those projects that support the development of mixed-use neighborhoods in the central city. Projects such as the trolley/transit link could be planned to run from the Central Business District through North Downtown and out to the hospital or Heritage Hills.
- The city should update the zoning ordinance to stimulate mixed-use and residential development in North Downtown, as well as adaptive reuse of the historic buildings.

The Murrah Building Site



**The Murrah Building Site:
The design team recommends the
following guidelines as the citizen memorial
committee begins its planning process.**

The tragedy that occurred on April 19 happened in the context of the destruction of an area. It is difficult enough to imagine the damage to the Murrah Building. It is more difficult to understand if the building is taken out of the context of its relationship to the surrounding area. Just as an historic structure is considered in the context of its setting, so the Murrah Building should be considered. The national design team discussed the possible reuses of some of these structures, recognizing that the areas that face directly on the site may not be immediately suitable for office space. Potential users of the space may include the Oklahoma Historical Society, museum and art gallery space, and a site for interpretation of both the tragedy and the events that have occurred as a direct reaction.

- The Murrah Building site is of national and international significance.
- The development of this site should include both a symbolic and an interpretive response.
- Adjacent buildings and uses should be incorporated in the plan. Available funding should be considered for the stabilization of the adjacent buildings.

Design Competition

The design of the memorial is a complex and sensitive issue. The national design team discussed the importance of balancing the concerns and input from all of the people interested in the project. Their recommendations on the process include:

- A national or international competition as an appropriate approach for the symbolic part of the problem.
- The competition might best be in two phases: the first, a broad design competition phase and the second, a more detailed design development that might include the interpretive element.
- The competition site should include the buildings surrounding the Murrah Building as shown in the shaded area on the map.
- The physical results of the memorial are extremely important to the development of this part of the city. It need not be an impediment to other development.
- Government at all levels should be encouraged to return to the neighborhood, using the memorial as its focus.
- To ensure the highest quality of the memorial, a joint local and national board should be formed for the initiation and judging of the competition.
- Adjacent building owners and land users should be made part of the competition.
- The entire block should be memorialized.

Virginia Benson

Associate Director, Community Design Exchange
Ashburn, VA

Virginia Benson is associate director of Community Design Exchange, a firm based in Seattle, Washington, and Ashburn, Virginia, specializing in public sector strategic planning and consensus building. A planner, trained facilitator and mediator, Ms. Benson was the former staff director of the Roanoke Neighborhood Partnership. She is the project manager for "Imagine Houston," a city-wide strategic planning process that has engaged thousands of citizens in charting the future policy direction for the city of Houston, Texas. Ms. Benson has recently completed several community-visioning processes including FUTURE—Little Rock, a citywide goal-setting process in Little Rock, Arkansas; Spotsylvania County Comprehensive Plan, Spotsylvania, Virginia; Horizon 2000, Michigan City, Indiana; and Vision 20/20 in Savannah, Georgia. She received a master's degree in business administration from Dalhousie University in Halifax, Nova Scotia; a bachelor's degree in environmental design from Nova Scotia College and studied architecture at Virginia Polytechnic Institute.

Michael Donovan

Partner, Donovan and Green
New York, NY

Michael Donovan is a designer whose work includes exhibitions, graphics, product design, interiors, and architectural signage. Since 1974, Mr. Donovan has directed programs for major American corporations and institutions in a variety of applications. His work has won numerous awards from virtually every organization that holds competitions or recognizes excellence in advertising, graphics, and three dimensional/environmental design. He and his partner, Nancye Green, have lectured extensively at colleges and institutions, and frequently address business and related creative organizations. Mr. Donovan holds degrees from Iowa State University and Parsons School of Design, where he taught for several years in the Environmental Design Department. He was elected National Endowment for the Arts Fellow to the 1984 Aspen Design Conference, and was vice president of the American Institute of Graphic Arts/New York. He was the 1987 recipient of the Christian Peterson Design Award from Iowa State University. Mr. Donovan is a member of the Development Council to the College of Design at Iowa State, as well as a member of the Advisory Board to Parsons School of Design's Graphic Design Department. He is a member of the board of the Society of Environmental Graphic Designers.

Nancye Green

Partner, Donovan and Green
New York, NY

Nancye Green is a partner in Donovan and Green, a company designed to solve integrated communications problems. Founded in 1974 with her partner, Michael Donovan, it is a reflection of their interest in employing the broadest array of media in shaping experiences that inform, entertain, educate, and sell. Prior to establishing Donovan and Green, Ms. Green was a consultant to the National Endowment for the Arts for the development of the Architects-in-the-Schools Program, and lectured extensively on her work in advocacy planning/design education. Her work in these areas was funded by the NEA, HEW, the Ford Foundation and others. She has served on the Challenge III Design Arts Advisory Panel for the NEA. She graduated from Newcomb College of Tulane University with honors in Political Science. After working for Time Inc., she went to Parsons School of Design, where she graduated *cum laude* in Environmental Design. Since then she has taught and lectured extensively across the country. Ms. Green was recently elected to the Board of Directors of Hallmark Cards, Incorporated. She is past president of both the American Institute of Graphic Arts and the International Design Conference in Aspen, and continues to serve as a member of the Board of Directors of the latter. She is a member of the Young Presidents Organization.

Hugh Hardy, FAIA

Partner, Hardy Holzman Pfeiffer Associates
New York, NY

A partner in Hardy Holzman Pfeiffer Associates, Mr. Hardy has been a practicing architect for more than 35 years. He began his career as a federal designer with the Army Corps of Engineers and formed his own firm in 1962, which received the 1981 Architectural Firm Award from the American Institute of Architects. His work is highly regarded for its rich expression of context and for the appropriateness of its response to the challenge of integrating new with old. Current projects include the rehabilitation of the New Victory and New Amsterdam Theaters on 42nd Street, and the renovation of Fiterman Hall at Borough of Manhattan Community College in New York and Whitaker Center for Science and the Arts in Harrisburg, PA. Past projects include the restoration and renovation of the Majestic Theatre, Brooklyn; the Cooper-Hewitt, National Design Museum, NY; and the legendary Rainbow Room at Rockefeller Center in midtown Manhattan. In 1988, he received the Benjamin West Clinedinst Medal of the Artists' Fellowship, Inc., for achievement of "exceptional artistic merit" and was cited as one of the Domino's "Top 30" Contemporary Architects in the world. Mr. Hardy is an Academician of the National Academy of Design and in 1992 was appointed by the President to serve on the National Council of the National Endowment for the Arts. He has a bachelor of architecture degree and master of fine arts, architecture degree from Princeton University.

Jennifer T. Moulton, AIA

Director of and Development, City of Denver
Denver, CO

Jennifer Moulton is the director of planning and development for the city of Denver. Ms. Moulton's career with the city has included work on a major redevelopment project involving major expanses of land, including Stapleton Airport, Lowry Air Force Base and new development of the Airport Gateway. Her current challenge is to move these projects into balance with the planning, zoning, housing and redevelopment efforts in the neighborhoods and central business district. Before her city appointment, Ms. Moulton was the president of Historic Denver. Prior to that she was a founding partner and Vice President of the firm of Anthony Pellacchia Architects. Ms. Moulton served on the Board of the Denver Chapter of the American Institute of Architects, as a trustee of the Colorado Historical Foundation, and as chairman of the Design Review Committee for the Central Denver Public Library. She received her master's in architecture from the University of Colorado.

Elizabeth Plater-Zyberk

Principal, Duany and Plater-Zyberk
Miami, FL

Ms. Plater-Zyberk is a principal of Duany and Plater-Zyberk, Architects and Town Planners and Dean of the School of Architecture at the University of Miami. She was a founder and partner of ARQUITECTONICA INTERNATIONAL, an architecture firm. She has been a visiting professor and design critic at the University of Maryland, the University of Virginia and the Harvard Graduate School of Design, and was a member of the American Institute of Architects' National Design Committee. She has won awards from *Architectural Record*, *Progressive Architecture*, the Florida Association of the AIA and the South Florida Chapter of the AIA. Her designs and writings have been published and reviewed in numerous national and international publications, including *Progressive Architecture*, *Architectural Record*, *Time*, *The Wall Street Journal*, *Metropolis* and *Vanity Fair*. Plater-Zyberk's work has been shown in exhibitions at Harvard University, Yale University, Columbia University, the Institute for Architecture and Urban Studies, and the Cooper Hewitt, National Design Museum. Her best known project is Seaside, the award-winning new town in Florida. She holds a bachelor's degree in architecture and urban planning from Princeton University and a master's in architecture from Yale.

Peter Walker

Principal, Peter Walker, William Johnson and Partners
San Francisco, CA

Mr. Walker is a landscape architect with 35 years of experience. The scope of his concerns has varied from the planning, design and development of cities and new communities to the design and crafting of small gardens. In his work, Mr. Walker searches beyond merely function solutions to shape outdoor spaces that are meaningful and memorable for the people who bring them to life. He was previously associated with SWA Group East, Sasaki/Walker Associates, Landscape Architects Associates, and Lawrence Halprin Associates. He was chairman, Department of Landscape Architecture, Harvard University's Graduate School of Design (1978-81); acting director, Urban Design Program, Harvard Graduate School of Design (1977-78); and visiting critic there (1958-59). He has served as a consultant and advisor to public agencies and institutions such as the Redevelopment Agency of San Francisco, the Port Authority of San Diego, Stanford University, the Universities of California and Washington, and the American Academy in Rome. He is a Fellow of the American Society of Landscape Architects and Institute for Urban Design. He holds a master of landscape architecture from Harvard University and received a bachelor of science from the University of California, Berkeley.

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Report of the Design Workshop Team July 24-25, 1995

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Team 1

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